

INTELLIGENCE - A TIME OF CHANGE

Period of profound change in CIA/IC

- Affecting

- ° What do
- ° How do
- ° Where
- ° Why

Because

- End of a working generation of 30 years since  
first organized

- ° After 30, 1st generation workers leaving
- ° After 30, different world outside; America inside

Changes manifest in many ways - want to talk about  
5 today.

1) Oversight - Revelations of abuses - alleged/real -  
Church, etc.

- 1st time accountable

- ° Not just Pres & key members of Congress  
as past
- ° Select Committees
- ° IOB
- ° Covert action approval mechanism

- Means:

- ° Traumatic impact
- ° End of era - relative freedom to make  
decisions on own
- ° Closer management of activities and  
resources

- ° Greater judiciousness concern with tailoring activities to expressed foreign policy (greater cooperation with State)
- ° Has disadvantage - less flexible, more bureaucratic than past
- ° Has disadvantage - leaks - inhibiting
- ° But advantage - less chance of intel making/disrupting foreign policy - more under control.

2) New model - 1st time

Priorities changed - world changed around us

- Soviet military - same emphasis
- Economic & political - from little 10 years ago to parity with military today
- Means:
  - ° Different techniques of collection and analysis
  - ° Different expertise to do same
  - ° Disadvantage - dilutes military effort somewhat; strains capacity
  - ° But advantage - more comprehensive intel picture. Greater breadth and depth yields better overall quality of intel.

3) Public exposure

- Wanted
- Unwanted
  - ° Leaks
  - ° Exposures
- Sense frustration
- Sense where next in what was totally private

4) Personnel - Departure of 1st Generation

- 30+ years - generation of founders retiring
- Perception of change distressing to many of them
  - ° Suspicious of media - yet openness policy
  - ° Confidence in own professionalism - yet oversight
  - ° Importance of focus on cold war military targets - yet shifting focus to econ and pol as well
  - ° Enormous respectability, even nobility of intelligence profession through history - yet widely questioned/maligned today
- Disturbing times - can understand low morale and resentment of change
- Yet -
  - ° Must change with times
  - ° Vital for strength of organization in future
  - ° Openness; refocus on new problems, need to reassess what doing to ensure IAW American values/ethics; need to open top if want to create
    - flow through
  - reality of reward/jobs for low and middle level performers.

5) Capabilities Growing Fast

- Technology burgeoning

- ° Could overwhelm us if steps not taken
- ° Could overshadow HUMINT if tech not kept in perspective

- Means:

- ° Must develop better ways to manage
  - select/discard
  - not overlook/nor waste assets on what don't want - e.g., vacuum/pearl analogy
- ° Must integrate tech with HUMINT
  - complementary
  - both vital

Portends -

- 1) Collecting/analyzing more -
- 2) Direction of work - looking toward future - not mired in past
- 3) Accountable to Congress & through them to people for 1st time
- 4) Public more realistic understanding

- Means:

- ° Difficult years been through
  - forced introspection and questioning
  - establishing better idea of role in democracy
  - building sounder relationship with public and other institutions
  - forging a model which will be a prototype for other intelligence organizations around the world

- ° Confident of present performance
- ° Optimistic will be better able to serve nation in future.

OUTLINE OF DCI REMARKS  
TO HARVARD COLLEGE OF DC  
ON 14 FEB 1969  
THE WHITE HOUSE  
WASHINGTON

## 1. SUMMARY

COLLECT MORE  
ANALYZE WIDER  
LOOKING TO FUTURE  
ACCOUNTABLE TO  
CONG/PUBLIC  
PUB MORE REALISTIC -  
UNDERSTANDING

## 2. DIFF PERIOD

HOPE THRU

MODEL & INTELL AROUND

WORLD

CONFIDENT OF PERFORMANCE

OPTIMISTIC

THE WHITE HOUSE  
WASHINGTON

STATE OF INTELL  
CHANGE - WHY-WHAT

1. OVERSIGHT

PRES-EO - JOB  
CONC  
TRAUMATIC  
ACCOUNTABILITY  
RISK - LEAK/FLEX  
BENEFIT - FOR POL -  
CONTROL  
NEW MODEL

2. PUBLIC EXPOSURE

WANTED - FAITH  
UNWANTED  
WATERGATE REPORT -  
VENGEANCE  
FRUSTRATION  
TOTALLY PRIVATE BY -  
LOST BEARINGS

THE WHITE HOUSE  
WASHINGTON

3. PERSONNEL  
GENERATIONAL  
SUSPICIOUS MEDIA  
COLD WAR OVERSITE  
IMPACT TARGETS  
PROFESSIONAL MORALE

4. PRIORITIES  
STAFF CAPACITY  
CHALLENGE

5. CAPABILITIES  
TECHNOLOGY  
QUANTITY  
UTILIZATION  
HUMANIT